



**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE**

In re Patent Application of

CHAN et al.

Atty. Ref.: 839-1565

Serial No. 09/749,303

TC/A.U.: 2123

Filed: December 27, 2000

Examiner: Stevens

For: METHOD AND SYSTEM FOR ANALYZING PERFORMANCE OF A  
TURBINE

\* \* \* \* \*

Commissioner for Patents  
P.O. Box 1450  
Alexandria, VA 22313-1450

Sir:

**RULE 132 DECLARATION**

We, the undersigned inventors in the above-identified application, do hereby  
declare that:

1. We were employed by General Electric Company, the recorded assignee of the  
subject invention, at the time the invention was made;
2. We have reviewed the article entitled "Finishing Stroke" in the August 2000  
issue of TED The Electrical Distributor Magazine (the TED article), cited by the  
Examiner in the Official Action of March 9, 2005.
3. More specifically, we have reviewed a highlight box entitled "Selected GE  
eAccomplishments since Jan. 1999" (copy attached) on page 1 of the TED article that  
includes the following:

Power Systems: Turbine Optimizer web application helps customers optimize turbine performance by comparing theirs to others and ability to select upgrade options.

4. The "Turbine Optimizer web application" as identified in paragraph 2 above is a reference to our invention as disclosed and claimed in the instant application.

5. The Turbine Optimizer invention was first publicly disclosed, used, sold or offered for sale no earlier than December 27, 1999.

6. We declare further that all statements made herein of our own knowledge are true and that all statements made on information and belief are believed to be true; and further that these statements were made with the knowledge that willful false statements and the like so made are punishable by fine or imprisonment, or both, under Section 1001 of Title 18 of the United States Code and that such willful false statements may jeopardize the validity of the application or any patent issuing thereon.

Date: \_\_\_\_\_

\_\_\_\_\_  
Jeffrey Chan

Date: \_\_\_\_\_

\_\_\_\_\_  
John Karl Reinker

Date: \_\_\_\_\_

*Jul 30, 2005*

  
\_\_\_\_\_  
Suresh Sharma

# Finishing Stroke

How Jack Welch Set Up GE for "e"...

and how GE's oldest business... Lighting, is applying it.

By Neil Gillespie

**GE** chairman Jack Welch is a very accomplished golfer. Though ranked #2 among CEO golfers behind Sun Microsystems' Scott McNealy, Jack beat him in a match requested by his younger challenger (*Fortune*, May 8, 2000). Scott later confessed that his motivation for arranging the match was to start a relationship and benefit from Welch's wisdom, but he didn't lose on purpose. So, they share competitiveness, but other than that, they came from different worlds. Jack led the world's most successful Bricks and Mortar Corporation, and Scott led the company whose products powered the Internet. Nevertheless, they became instant pals. Scott, 45, is now the freshman on the 64-year-old Welch's board (installed January '99). That was a big sign that Welch was planning a new stroke in the GE repertoire: eBusiness.

## From No Computer To eJack

Four years ago, Welch stood next to Intel's Andy Grove on a stage in San Francisco, and told the audience "I don't have a computer on my desk, and I don't need one." Today, Jack uses email, surfs over to Yahoo, GE's own CNBC site and visits chat sites about GE to check out the gossip. Jack even launched a company reverse-mentoring program, employing 1,000 young Web zealots to tune senior GE execs in to the Net.

These are nice strokes, but here are the strokes that really scored: Since early 1999, Welch gave his business leaders charges to "destroy your own business.com" or "cannibalize your business", perhaps borrowing a page from the strategy of marketing gurus Trout & Ries (*Marketing Warfare*, 1986), which says the leader in a market should "attack itself before the competition does" to stay ahead.

## Attack Your Own Game

Merrill-Lynch, Toys R Us and Barnes and Noble all found out the hard way how dot.coms could attack bricks and mortar (BAM) companies,

## Selected GE eAccomplishments since Jan. 1999

**GE Lighting:** Customer Web Center, Supplier Web Centers, eCatalog, Lighting Solution Center with "Wizards" that help users select products.

**Plastics:** Online monitoring of customer storage silos senses order point; automates ordering through the Internet. ColorXpress site matches colors for customers, reduces color chip turnaround from weeks to 48 hours. \$5 million sales per week in plastics distribution business PolymerLand, which was zero in early 99.

**Industrial Systems:** WEB CITY provides a workplace for engineers spanning the globe to collaborate on new product development.

**Power Systems:** Turbine Optimizer web application helps customers optimize turbine performance by comparing theirs to others and ability to select upgrade options.

**Aircraft Engine:** Engineers visually collaborate on repairs with customers in real-time through the Internet.

**NBC:** MSNBC, a JV with The Microsoft Network, is the top Internet news site.

**Appliances:** \$2 billion web revenues, supplying web content to 1500 dealer websites.

**Global Consumer Finance:** Over 1/3 of customers apply for loans on the Internet in Denmark.

**Medical Systems:** Online education, image management, clinical content and commerce capabilities.

**GE Website:** Overhauled design and ability to buy any consumer direct financial services on-site. Where to buy information provided on other business products. Links to all GE business sites.

Source: GE Annual Report

suffering online attacks from Schwab, eToys and Amazon respectively.

Before it happened to GE, the highly competitive Welch turned to classic defensive strategy: figure out what competition would do to take your business, and then do it to yourself. It's a strategy distributors should emulate in their own markets against future dot.com encroachment.